Inquiries and Responses
RFP 07-18 Retirement Workflow Redesign

Question 1   Is the work being done on these processes part of a larger strategic project, for example, to eventually upgrade software, automate or improve specific services, etc.?
o   Yes.

Question 2   After the respondent is notified around November 26, 2007 approximately when is work expected to commence on the project?
o   As soon as a contract is executed and background checks are completed.

Question 3   What recent work, if any, has been done on the subject processes? If recent work has been done, can this information be provided to us before the proposal due date? (We can stop by and pick up copies if available.)
o   None.

Question 4   Does PERF prefer a particular software package to build process flow charts or may the provider choose?
o   No, please use one of your choosing.

Question 5   On what automated system(s) do these processes currently run? Is PERF planning to eventually alter these systems as a result of reengineering processes?
o   An in-house system called Benefits Management System (BMS) and the general ledger is running on MIP. Yes.

Question 6   For the folks who will be subject matter experts, document reviewers, and/or other participants, what is the general desktop software used? For example, are you using MS Office XP, Vista, etc.?
o   The MS Office suite running on XP.

Question 7   How many PERF managers/supervisors/subject matter experts are there in each of the areas of: Wage & Contribution Processing and the Employer/Employee Reserve Process and Reconciliation? How many total PERF employees are involved in each of these areas?
o   Ten to twelve staff of various levels.

Question 8   How many forms and reports does PERF currently utilize in each of the Wage and Contribution Processing area and the Employer/Employee Reserve Process and Reconciliation area?
o   The existing forms and reports are not very relevant to this project. The plan is to have the whole process redefined.

Question 9   You reference in Section I.A.6 and II.A.6 of the Scope of Services --can you provide insight into the nature and type of audit findings and discussion items relative to the systems, for example, quantity and PERF assessment of complexity involved in resolution?

- The full audit report and findings are located at this link: www.in.gov/legislative/igareports/agency/reports/SBAC150.pdf

Question 10   General - If a vendor does not include a MBE/WBE subcontractor in their team, will that vendor just lose points?

- Perf has set goals for MBE/WBE participation in contracts. Inclusion of this data helps to measure our progress with those goals. The MBE/WBE information is one of many factors used in evaluating the proposals submitted.

Question 11   Page 13 - #6 - Will the contractor selected be fixing the current process by each of the following modes (please respond yes or no so we understand the scope of the effort)
- Developing a plan for a new process? Yes.
- Changing or developing computer code? No.
- Procuring a new system? No.
- Implementing a new system? No.

Question 12   Page 13 talks about "jointly" performing several of the tasks.   It appears in #3 of Section 1 that it may mean the key staff and managers.
- Can you clarify by job/position title who that would be?
- Can you also provide specific clarification about working with other agencies or vendors – who would that be?
- Can you describe any limits on the amount of time of PERF staff to participate in analysis?

- Key staff and managers represent executive staff and managers, ten to twelve positions.
- The State of Indiana and or other state pension plans.
- Perf staff will not be limiting factor.

Question 13   Page 13 – the RFP talks about the validation reports output being auditable and validated - against what criteria or standard will the reports be validated?

- Legal statutes governing Perf and standard auditing procedures.

Question 14   General – relating to the current software in use for Wage and
               Contribution processing and Employer Reconciliation
               ▪ Who or what firm originally developed this software
               ▪ Who or what firm currently provides support to this software
               ▪ Will the successful vendor have access to these entities for analysis
               purposes
               o Perf is not able to disclose the vendor name.
               o The Indiana Office of Technology is providing support.
               o The Indiana Office of Technology, but not the original software vendor.

Question 15   General - Please confirm that the successful vendor will not be writing
               code.
               o The successful vendor will not be writing code.

Question 16   Can there be a two (2) week extension?
               o No.

Question 17   Who will be approving the deliverables? What criteria will be applied to
               the acceptance process?
               o The Chief Technology Officer and the Chief Financial Officer. See the
               scope on page 13 of the RFP.

Question 18   Page 13, Section I.A.2. – How many existing systems and processes need
               to be validated?
               o Two systems the Benefit Management System (BMS) and the general
               ledger system (MIP).

Question 19   Page 13, Section I.A.4 – Does the vendor need a gap analysis for current
               systems, for the requirements for selection, or for the requirements for
               development of system?
               o No, we do not want a gap analysis, but rather a new complete accounting
               methodology.

Question 20   Page 13, Section I.A.8 - A test plan cannot be developed if the system is
               not designed. Is it anticipated that a selection will be performed or has a
               system been selected?
               o The test plan will not be an automated system. We suggest a structured
               walk through.

Question 21   Page 13, Section II.A.1 – Is this assuming the current systems will be
               used, assuming a custom system will be designed, or assuming the
               selection of a system?
               o The redesign would ignore the current system. It is only necessary to
               validate that the vendor understands the existing system.

Question 22   Page 14, Section II.A.4 - Does the vendor need a gap analysis for current systems, for the requirements for selection, or for the requirements for development of system?
    o   See question #19.

Question 23   Page 14, Section II.A.8 - A test plan cannot be developed if the system is not designed. Is it anticipated that a selection will be performed or has a system been selected?
    o   See question #20.

Question 24   Have the number of design sessions been identified?
    o   No.

Question 25   Is there a specific deadline for the completion of this project?
    o   Yes, the project should be completed by March 31, 2008.

Question 26   Is there an expectation around what the length of this project will be?
    o   See question #25.

Question 27   In the vendor questionnaire (exhibit B) question # 7, what specific types of tools are you referring to?
    o   Standard Microsoft desktop software.

Question 28   Is there a specific amount budgeted for this project?
    o   Yes.

Question 29   Page 11 – The business development goal for state contracts indicates 7% be with minority and women business enterprises. There is no breakdown on the 7%. Is the allocation of the 7% at the discretion of the Proposer?
    o   Yes.

Question 30   **General:** Would PERF consider extending the proposal due date by one to two weeks so that vendors have time to adjust their proposals based on your answers to questions?
    o   No.

Question 31   **General:** Please describe the systems you currently have in place.
    o   This is out of the scope, except for notes on question #5.

Question 32   **Section 4.3.1, pg. 10, Ability to Perform Scope of Services:** This section states that the "respondent should demonstrate in this section its ability to meet the requirements set forth in Exhibit A, Scope of Services". In response to this section, we assume that you expect a summary of our background and experience in providing these services. However, Exhibit B, Question 3 asks for the same information. 1) Is our assumption correct? If so, do you want the same information repeated in response to

Exhibit B, Question 3? 2) If assumption is not correct, please clarify your expectations for Section 4.3.1.

- o Your assumption is correct. Provide the information in both places.

Question 33 **Section 4.3.2, pg. 10, Contract:** Are we to include a signed copy of the contract in response to the section, an unsigned copy of the contract, or simply acknowledge that we have read and agree to the contract?

- o Simply acknowledge that you have read and agreed to the contract.

Question 34 **Section 4.3.4, pg. 11, References:** The section requests customer references for similar work performed, as does Exhibit B, Question 3. Are we to provide this information in response to both items?

- o Yes.

Question 35 **Section 4.3.6, pg. 11, Subcontractors:** If our only subcontractor is a MBE/WBE, should we provide this information in response to Sections 4.3.6 *and* 4.3.8?

- o Yes.

Question 36 **Section 4.3.8, pg. 11, Minority Business Development:** What weighting is assigned to proposing the use of a MBE/WBE? Will a firm be penalized for not fulfilling the seven percent goal? Does the State have a list of certified MBE/WBEs?

- o Perf does not use a formal weighted evaluation matrix. See question #10.

Question 37 **Section 4.3.10, pg. 12, Mandatory Vendor Forms:** Several of these forms are requested in response to other sections in the proposal (for example, Reference List in response to Section 4.3.4 and Subcontractor Commitment Form in response to Section 4.3.8). Please clarify whether all of the forms should be provided in response to this section or the previous sections where they were required or both.

- o Yes please provide in both places.

Question 38 **Exhibit A, pg. 13, Section I.A.6:** In order to determine the scope of our response to your request it would be very helpful to have more details on the "audit findings" you have currently as they relate to "these processes and systems".

- o See question #9.

Question 39 **Exhibit A, pg. 13, Section I.A.8:** You reference the development and review of a "test plan of future process and systems." Are you planning an upgrade to your current system and if so, please describe those plans?

- o Not applicable for this portion of the project.

Question 40 The RFP focus is on "Wage and Contribution Process Redesign" and "Employer and Employee Reserve Process Flows and Reconciliation

Redesign". How do these processes and associated systems requirements fit into the overall systems landscape at PERF?

- o It has been designed into the overall systems landscape. Perf does not want to expand the scope beyond this RFP. The successful respondent will be given full access to this plan.

Question 41   In the scope of services section the two major processes (pp 13 - 14) are described, e.g. "Wage and Contribution Process Redesign" and "Employer and Employee Reserve Process Flows and Reconciliation Redesign". Following each is a list of deliverables with the final item being "Assist with the implementation of the future processes and system." Can PERF provide any guidance on the duration and type of role expected?

- o This would depend on the content of the proposal. This RFP is for the design of a financial system method not an automated computer system.

Question 42   As described on the Web site, PERF oversees six major plans and identifies the associated employers as follows:

"The Public Employees' Retirement Fund and the 1977 Police Officers' and Firefighters' Pension and Disability Fund are both multiple-employer retirement plans with approximately 1,000 and 250 participating employers, respectively. All other plans administered by PERF are plans sponsored by a single employer - the State of Indiana."

From a scope, or "interviews required" perspective, how many individual employer organizations would be contacted as part of this effort?

- o This is not applicable, since interviewing of employers will be outside of the scope of this agreement.

Question 43   Will PERF provide information regarding: key system changes anticipated or are all information system changes already in place?

- o It will be provided to the successful respondent.

Question 44   Regarding: remedies to resolve audit findings – is this in relation to existing audit findings or future audit findings? If relative to existing audit findings, is the most recent management letter available for respondents to review?

- o It is in relation to existing audit findings and to avoid future ones. The management letter will not be made available.

Question 45   We noted the contract terms in section 2.1. However, what is management's intended timeline for completion of these services?

- o See question #25.

Question 46   Is the final deliverable a new set of validated processes or a software based solution that includes the validated processes?

- o A new set of validated processes.

Question 47   What is the final documented format for the processes that are to be created? (i.e. flowcharts or narratives)
- Both.

Question 48   Is it the intent of PERF to have the outside firm validate and create the processes and then have PERF personnel implement these in their respective systems and then have the outside party test those systems?
- Yes.

Question 49   What is the timeline for the actual project? Is there a deadline?
- See question #25.

Question 50   Is it the intent of PERF to have a contiguous flow of work effort in this project or will there be significant breaks?
- Expect a contiguous flow of work.

Question 51   In terms of resolving audit findings as they relate to these processes and systems; are these current audit findings relating to the current system? Or are these internal audit findings after implementation has been completed?
- See question #9 and #44. There are no additional internal audit findings.

Question 52   In terms of risk assessment and/or monitoring software; is this relating to the management of project tasks or the actual future process solution?
- Risk assessment of the actual future process solution.

Question 53   What is the availability of the process owners and those who execute the current process to document the current process and defects?
- The current process is partially documented and the process owners will be available. The respondent need only validate that they understand the existing process, but do not need to document it.

Question 54   How will this project be prioritized in their objectives?
- High priority.

Question 55   Are any of the current processes documented?
- Yes.

Question 56   Is the IT support for the process within PERF or is it an outside agency or vendor? Question points to availability and priority of the project to them.
- See question #14. IT support will be available as needed.

Question 57   In item 6 provide support and training of PERF personnel, What is the nature of the support and what is the expectation of how long after the implementation the support will continue?
- It is training on the new accounting process and procedures.

Question 58   At what level of detail is the future process documentation required? Is this a process flow at a higher level or an individual "desk procedure"?
  o   Very specific and detailed to the individual desktop procedure.

Question 59   How many individuals are currently involved in administering the current process?
  o   See question #7.

Question 60   How many transactions per year does the process produce?
  o   Approximately 1500 employers report quarterly on a total of 400,000 members. Perf issues benefits to 75,000 individuals per month.

Question 61   Please elaborate on the type of test plans you are requesting. Would these be high level test plans that would be utilized in the event PERF develops/implements a new system or sub-system? Or, does PERF want the vendor to develop a test plan for evaluating the newly designed processes?
  o   Task plans are going to be structured walk throughs.

Question 62   Given the short time between the receipt of the questions by PERF and the due date of the RFP, can there be a two (2) week extension provided to proposers?
  o   No

Question 63   General - If a proposer does not include a MBE/WBE subcontractor in their team, will that proposer be eliminated from consideration?
  o   A MBE/WBE is not required to bid; however, it may be a factor in the selection of the award.

Question 64   General – So that we can accurately scope the effort, please provide us with a list or table of the following related to the employers reporting:

Number of Employers Reporting	Mode		Number of Employers Reporting	Frequency O f reporting
???	Manual – paper delivered – entry by PERF		???	Weekly
???	Diskette submitted		???	Bi-weekly
???	E-mail attached file		???	Twice Monthly
???	FTP transfer		???	Monthly
???	Other-1		???	Other-1
???	Other -2		???	Other - 2

- o This table will not work for the new environment. In the new environment 1200 employers will report on approximately 400,000 members on a payroll by payroll basis. The whole point of this process is to redesign our current process not to better automate them. There should be no paper reporting.

Question 65   General - To accurately scope the effort, can we be provided with a list describing the five biggest / major problems in each of the business areas?
- o See question #9.

Question 66   General - The State of Indiana is a large employer and constitutes a large portion of PERF's membership. Is there a single agency reporting the whole state to PERF once a month or is the reporting different? If it is different, how many reports come to PERF, with what frequency and what population numbers? I am confused.
- o The State of Indiana is about 1/3 of PERF's total membership and they are reported via a single data feed. However, PERF has 1200 employers that must be accounted for.

Question 67   General – With respect to 'requiring' reporting employers to change their processes and procedures to adhere to the new processes being proposed.
- ▪ What can PERF require of the employers in terms of adhering to changes in:
    - ⌘ Reporting processes
    - ⌘ Data provided
    - ⌘ Data correction
- ▪ What 'power' does PERF have to make these changes
    - ⌘ In the short term, i.e., 6 months or less
    - ⌘ In the long term, i.e., greater than 6 months
- ▪ Who will be responsible for the education and training of the employers?
- o The education, training and change management of this project are outside the scope of this RFP. They will be handled by PERF. The first task is to design what the new accounting process will be.

Question 68   Page 13 - speaks about the implementation of a new system. There doesn't appear to be a procurement process for a new system yet there is talk about implementation. Please clarify how implementation will occur without procurement and clarify the scope of this project (e.g. W&C/employers or some of the PERF staff or the entire operation).
- ▪ If only doing W&C/employers, does PERF expect this solution to interface with SIRIS?
- ▪ Or is it a replacement for SIRIS

- The design and implementation of the computer system is out of scope. A structured walk though of how a new system would be implemented is within scope.

Question 69   Page 13 – the RFP talks about resolving current audit findings.
- Are we expected to fix current processes – Yes
- Are we expected to fix current software code – No
- Are we designing new processes for a procurement of some type – Maybe
- Are we designed new process specifications for the current IT staff to develop programs – Yes
  - The scope of this RFP is only designing processes.

Question 70   Page 13 – the RFP talks about providing training 'on the system'.....what system?
- How many people would need to be trained and on what system.
  - The training is for accounting on how the new process (system) will work. Plan on 2 full days of classes.

- If we need to train on updates to the currently installed system, are we expected to train
  - Internal PERF users?
  - Employers - if so how many?
  - Employers – if so, where?
  - Please confirm that PERF will provide the training facilities.
  - This is all out of scope. See above.

Question 71   General – Please confirm that the successful vendor's tasks will or will not include the following:
- Writing code – No
- Developing process specifications – Yes
- Developing specifications for others to write software – No
- Developing training materials – No
- Conducting training – Small amount
- Developing test procedures – Of the process not of the computer system. Controls may be a better word.

Question 72   In order to appropriately scope the effort, can the audit findings referenced in the RFP (i.e., "remedies to resolve audit findings and discussion items as they relate to these processes and systems.) be provided now.
  - See question #9.